

**2 MARCH 1994**



**Personnel**

**EUGENE M. ZUCKERT MANAGEMENT  
AWARD**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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(Mr Alva S. Gibbs)  
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(Lt Col Greg J. Donovan)  
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This instruction implements AFR 36-28, *Awards and Decorations*. It directs the presentation of this annual award, recognizing outstanding management achievements by a top-level Air Force manager. The Eugene M. Zuckert Management Award was established as a tribute to the Honorable Eugene M. Zuckert, who served as Secretary of the Air Force from January 1961 to September 1965.

**SUMMARY OF CHANGES**

This instruction aligns with AFR 36-28. It changes the award description section (paragraph 5.) to show that the award plaque is displayed in the Pentagon rather than the recipient keeping the plaque for a 1-year period.

**1. Criteria:**

- 1.1. Air Force general officers (brigadier general through lieutenant general), or equivalent level civilians, who occupy positions of command or general management of both military and civilian personnel in an Air Force organization are eligible for nomination. A grade exception may be made, with the approval of the Review Committee.
- 1.2. The Secretary of the Air Force, Under Secretary, Assistant Secretaries, Chief of Staff, Vice Chief of Staff, and Assistant Vice Chief of Staff are not eligible for nomination.

**2. Nominating Procedures:**

- 2.1. Each major command (MAJCOM), field operating agency (FOA), direct reporting unit (DRU), Headquarters US Air Force (HQ USAF) two-letter office, the Office of the Secretary of the Air Force, Assistant Secretaries of the Air Force, and each staff agency may nominate one person assigned to their organization during the award period (1 October through 30 September).

2.2. A letter of transmittal must accompany each nomination and include the name, grade, office symbol, and Defense Satellite Network (DSN) number of a command point of contact. This letter must be signed by one of the following:

- MAJCOM/FOA/DRU: Commander or Vice Commander.
- HQ USAF: Assistant or Principal Deputy Assistant Secretary, Deputy Chief of Staff (DCS), or Director.
- Office of the Secretary of the Air Force: The Administrative Assistant to the Secretary of the Air Force.

**3. Nomination Format.** Send the original and four copies to HQ USAF/PEQ, 1070 Air Force Pentagon, Washington DC 20330-1070 by 15 November. Use 8 1/2- by 11-inch plain bond paper and use the format described in **Attachment 1**. Do not use binders, covers, tabs, photographs, or attachments. Mark nominations containing classified material (secret or confidential).

**4. Selection Process:**

4.1. The Directorate of Programs and Evaluation (HQ USAF/PE) administers the award and the Director serves as the Executive Secretary to the Review Committee.

4.2. The Zuckert Management Award Review Committee consists of the Under Secretary, Assistant Secretary for Manpower and Reserve Affairs, Vice Chief of Staff, and Assistant Vice Chief of Staff. The Review Committee evaluates the nominations and recommends two persons to the Secretary and Chief of Staff, who jointly make the final selection.

**5. Award Description.** The award consists of three elements:

- The medallion which becomes the personal property of the recipient.
- The citation which is signed and presented by the Secretary of the Air Force.
- The Zuckert Award plaque to which the recipient's name is added and which is displayed in the Pentagon.

**6. Presentation of Award.** The Secretary of the Air Force presents the award at a ceremony, normally held in the Pentagon.

RALPH E. EBERHART, Maj General, USAF  
Director of Programs and Evaluation

**Attachment 1**

**NOMINATION FORMAT FOR THE EUGENE M. ZUCKERT MANAGEMENT AWARD**

**I. ADMINISTRATIVE DATA**

Name:Grade:

Command:Location:

Duty Title:

Defense Satellite Network Number:

Duty Mailing Address:

**II. SUMMARY**

- Separate page with grade/name in top left margin
- One page maximum, typed, bullet-style talking paper
- Summarize key points from narrative

**III. NARRATIVE**

- Separate page with grade/name in top left margin
- Three pages maximum, typed, single-spaced block paragraphs
- Organize in sections, as shown below, with section titles

**MARKED SUCCESS IN MANAGING A PARTICULARLY IMPORTANT AIR FORCE PROJECT OR PROGRAM.**

- Project/program title, scope, and resources
- Management activities within the nominee's functional responsibilities and resources relate to this section
- Tangible results of the nominee's contributions

**SUCCESSFUL MANAGEMENT OF AN OPERATION OR PROGRAM AFFECTING SEVERAL FUNCTIONAL AREAS.**

- Programs directed, coordinated, and controlled to achieve a common objective
- Responsibilities and resources outside the nominee's normal span of control relate to this section

**DEVELOPMENT OF MANAGEMENT PRACTICES SO VITAL AS TO RECEIVE AIR FORCE-WIDE OR MAJOR COMMAND ACCEPTANCE AND USE.**

- Benefits resulting from Air Force or command-wide implementation of nominee's management innovations
- Emphasis is on ability to improve broad-scope operations

**DEVELOPMENT OF A SUCCESSFUL PROGRAM MATERIALLY AFFECTING HUMAN RELATIONS, EMPLOYEE MOTIVATION, OR ESPRIT DE CORPS.**

- Actions to improve human relations and team environment
- Number of military and civilian personnel affected
- Tangible results of management actions

**BROAD RECOGNITION OVER A SUSTAINED PERIOD AS AN OUTSTANDING AIR FORCE MANAGER OF TOTAL RESOURCES--HUMAN AND MATERIAL.**

- Recognition/special honors received for effective resource management, include reason and significance of each award
- Military or civilian decorations, awards, or honors apply